


EXCOM 9078-80

16 JUN 1980

MEMORANDUM FOR: CIA Long-Range Planning Team

FROM : 
Special Assistant to the DDCI

SUBJECT : Long-Range Planning Documents

1. Attached, per our discussion at last week's meeting are:
(1) draft definitions of terms, and (2) revised action plan. Please
review and comment ASAP. We will discuss as necessary and finalize
these two papers at the Wednesday meeting.

2. Also attached is a copy of the Mid-Career Course planning
project report that I discussed with the Mid-Career group on Friday.
I have invited the six work group chiefs to our Wednesday meeting to
discuss this paper. Please read it before the Wednesday meeting.
There are some excellent suggestions therein, both on methodology
and substantive planning issues.

3. Finally, also attached are copies of NFAC and DDS&T
memoranda forwarding their planning inventories and comments. We have
not included all of the sizeable attachments submitted by these
memoranda; these can be made available via EXCOM Staff.

cc: DDCI

This document may be down-
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when enclosure is detached

SECRET

D R A F T

DEFINITIONS OF TERMS FOR USE IN CIA LONG-RANGE PLANNING

PLAN: A statement of proposed action in relationship to a specified goal, both action and goal being defined in the context of systematically assessed future conditions.

LONG-RANGE PLANNING: As used in relationship to national intelligence matters, the formulation of plans the accomplishment of which lies at least two, but, more often, five or more years in the future. The purpose of CIA long-range planning should be to provide the basis for current decisions.

GOAL: A desired future condition, a statement of intent, broad in focus but specific enough to provide direction and focus. Can be expressed in either qualitative or quantitative terms.

OBJECTIVE: A desired accomplishment or result; a goal expressed in a specific dimension, narrower in focus with shorter time frame. As far as possible expressed in quantitative, measurable, concrete terms.

FOREIGN POLICY ISSUES: Issues relating to specific current or potential actions, intentions, or capabilities of foreign powers, the reporting or influencing of which is the objective of Agency actions generated in response thereto.

MANAGEMENT ISSUES: Issues relating to essentially intra-Agency considerations of personnel or equipment acquisition, development, or use in which the objective is maintenance or augmentation of an organizational capability not limited in its application to a single foreign policy issue.

ASSUMPTIONS: Statements of perceived likelihood concerning future events or conditions in which assessment arises from but proceeds beyond available fact and relies, as well, upon intuitive and speculative contribution. Assumptions are stated in specific terms which, although recognized as inexact, provide the context for current decisions concerning future events.

FUTURES ANALYSIS: A systematic grouping of facts, perceptions, and resulting assumptions leading to conclusions concerning future events.

D R A F T

16 June 1980

ACTION PLAN FOR CIA LONG-RANGE PLANNING TEAMI. Objectives

- A. To identify major long-range issues involving significant foreign policy and internal management concerns in a realistically foreseeable time frame;
- B. To integrate, evaluate, and analyze existing directorate planning processes from an Agency-wide point of view;
- C. To develop a CIA Long-Range Plan on the basis of analyses of both the long-range issues and existing directorate plans;
- D. To apply the new CIA Long-Range Plan as guidance in future directorate planning and for guidance in future resource allocation decisions.

II. Planning Hypotheses

- A. The planning system will improve and build upon existing planning structures, processes, and products; it will not create additional formal management bodies.
- B. The planning process will be issues-driven rather than systems-, event-, or budget-driven; foreign policy issues will be ranked separately from management issues.
- C. DDCI/DCI decision and direction will take place at key points in the planning process itself.
- D. The planning process must be highly flexible to adjust to rapidly changing world conditions and Agency circumstances in this critical decade; it will provide for self-evaluation and self-correction through periodic review and feedback provisions.

III. Action Plan

A. Phase I - Initiation (May-June 1980)

1. Hold initial planning group meeting.
 - a. Review objectives
 - b. Discuss action plan
 - c. Establish initial assignments
 - (1) Inventory of current planning processes and long-term goals by directorate.
 - (2) Discussion of action plan with directorate planners.
2. Hold second familiarization meeting on how to proceed.
 - a. Exchange views, based on consultation with directorate planners.
 - b. Review inventories of current planning processes by directorate for mutual familiarization and initial review of Agency-wide issues which they contain.
 - c. Agree on criteria to be used in issue selection (e.g., for foreign policy issues):
 - *(1) The issue is is a problem of long-term consequence (2-10 yrs.) and
 - *(2) is of importance to vital U.S. national interests and
 - *(3) offers sufficient lead-time before our planable action would be overtaken by events and

(4) is consistent with CIA responsibilities for support of national policy decision-making, i.e.:

(a) Policy-makers look to CIA for major intel support concerning the problem or

(b) The issue reflects a serious gap in CIA's current or projected intel collection or analysis or

(c) The issue restricts our capabilities to perform vital intelligence functions.

(*NOTE: asterisked criteria, slightly re-phrased, are also applicable to "management issues.")

d. Establish new assignments (as lead-in to Phase II)

(1) Identify Agency-wide long-term planning issues meeting agreed criteria.

(2) Prepare statements of issues derived from existing plans/goals and from new perceptions.

B. Phase II - Issues identification/and ranking (June-July)

1. Construct "preliminary issues inventories": using agreed issue selection criteria,

a. NFAC provides initial list of 15-20 key foreign policy issues perceived over realistic time period (e.g., 1981-85/87) with generalized statement of expected developmental trend.

- b. Other Planning Group members propose additional long-term foreign policy or management issues of inter-directorate importance. Both innovate and draw upon existing plans, goals, management themes, and forecasts (NITs, Budget Program, Goals Program, etc.) and policy statements.
 - c. Conduct "strengths/weaknesses" and "gaps/opportunities" analyses for identification of additional issues.
2. Rank issues in priority order based on assessed importance
- a. Foreign policy issues:
 - (1) Assign first numerical weight based on assessed impact on U.S. national interest.
 - (2) Assign second numerical weight based on assessed importance of the potential intelligence contribution.
 - (3) Multiply the two numerical values to arrive at an index of relative importance. Use the index as a ranking guide, not as an absolute standard.
 - b. CIA management issues: rank on basis of assessed importance to performance of the Agency's mission.
3. List inventories in revised priority order
- (1) foreign policy issues
 - (2) CIA management issues
4. Submit proposed planning issues inventories to DDCI/DCI and EXCOM for review, revision, and approval. Results:

- a. Top foreign policy issues (approximately 10) and top management issues (approximately 5-10) constitute issues inventory for Agency-wide planning.
- b. As by-product: possible additional issues recommended for individual directorate planning.
- C. Phase III - Issues development and projection (late July/September)
 - 1. Approved foreign policy issues: NFAC takes lead, and
 - a. prepares "futures analysis" projecting assumptions for each issue over maximum reasonable forecasting period (maximum: 1987). General environmental assumptions will also be generated.
 - b. defines general areas of intelligence needs, reflecting relative importance of such needs.
 - 2. Approved management issues: Directorate of prime responsibility for each issue takes lead and
 - a. prepares "futures analysis" projecting issue assumptions and general management responses over reasonable forecasting period.
 - b. provides general impact estimate, by directorate.
 - 3. As each detailed policy/management issue "futures analysis" is completed, it is presented to Planning Team members for independent review and assessment, by directorate, of action responses required within the time-frame considered.

4. Based on independent study of the futures analyses, the Planning Team reconvenes to discuss, by issue, the Agency response requirements. The product is a "CIA Long-Range Plan Profile" stated in terms of Agency-wide action directions concerning each issue.
5. Continued review and direction of issue products by DDCI/DCI.

D. Phase IV - Directorate-level planning (September-October)

1. EXCOM reviews "CIA Long-Range Plan Profile" in September, approves issues to be addressed and degree of detail to be employed in directorate-level planning response.
2. Individual directorates respond to the "CIA Long-Range Plan Profiles" and EXCOM guidance with individual action projections concerning each issue.
3. Planning Team melds individual directorate plans into joint plans, by issue.
4. DDCI/DCI review and revise individual joint plans, as appropriate.

E. Phase V - CIA Long-Range Plan Construction and Approval (November-December)

1. Planning Team melds joint plans by issue into a draft CIA Long-Range Plan and distributes to DDs and to DDCI/DCI for comment.
2. Planning Team reviews comments, revises as possible, and defines issues requiring senior management resolution.

3. Revised draft CIA Long-Range Plan accompanied by Issues Agenda is provided to EXCOM for November planning session resulting in final revision and approval.
4. DDCI/DCI approve EXCOM product.
5. CIA Long-Range Plan is published (December).